



U.S. AIR FORCE ACADEMY
MANAGEMENT

Maintenance Report 2007



Our Vision

To become the renowned center of Management education and expertise for the Air Force.

Our Mission

Through a culture of learning, research, and service, we develop and inspire Air Force leaders capable of managing complex systems that involve people, resources, and technology.



FROM THE CORNER OFFICE:

It has been a busy year at the Academy, and we have been pleased with the many opportunities offered the Department of Management to engage with its diverse stakeholders. This Annual Maintenance Report provides an overview of the Department's initiatives, accomplishments and challenges during the 2006-2007 academic year.



It makes me proud to see confirmation that the Department continues to move in the right direction. We continued to enjoy cadet and faculty successes during the past year, with much notable recognition. While we celebrated the external recognition, we did not rest on our laurels but pushed on with our internal efforts toward our Department Vision. This report details our accomplishments and the challenges we have and will continue to face in delivering our mission.

Additionally, I have announced my intention to retire in 2008, and the Academy has begun the search for a new Permanent Professor to head the Department. During this time of transition, the Department remains in good hands and its members will continue to carry out our mission with the excellence everyone has come to know and expect.

Sincerely,

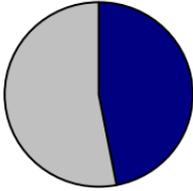
RITA A. JORDAN, Colonel, USAF
Permanent Professor and Head

DFM Annual Report 2007

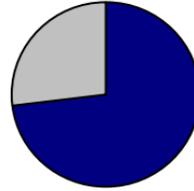
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Team DFM

Faculty Mix



47% Terminal Degree



73% Military

DFM had 31 teaching faculty in Fall 2006 and 34 teaching faculty in Spring 2007. Forty-seven percent of the faculty held terminal degrees (PhD or DBA), and 73 percent were active duty Air Force officers.

We said farewell to our Visiting Professor, Dr. Gary Klein, who returned to the University of Colorado—Colorado Springs. For the 2007-08 academic year, we welcome Dr. Olenda Johnson from North Carolina A&T State University, where she is an Associate Professor of Management.

We experienced an exceptionally high turnover due to various military obligations, separation programs, and retirements. We had 14 faculty members depart this year, and we welcome 9 new members to the faculty. We anticipate a period of relative stability beginning in Summer 2008 as the Voluntary Separation Program winds down and the Air Force’s 4-year Time on Station (TOS) policy increases personnel stability.

Our Students

Profile of the Academic Majors

The Department continues to administer and/or support over 25 percent of the Cadet Wing across four distinct majors—Management, Systems Engineering Management (SEM), Operations Research (OR), and Social Sciences.

The Management major prepares cadets for managing complex systems of people, resources, and technology. In 2007, we graduated 124 management majors.

The Systems Engineering Management major was created in 2003 under the direction of the Secretary of the Air Force. It focuses on designing and managing systems to meet cost, schedule, and performance objectives, while accounting for all areas of risk. In 2007, we graduated 91 cadets in our second graduating class of SEM majors.

The Operations Research interdisciplinary major focuses on applying advanced analytical methods to help decision makers. In 2007, we graduated 9 cadets with the OR degree.

The Social Sciences major is an interdisciplinary divisional major that reaches across Management, Political Science, Law, Economics, and Behavioral Science. In 2007, we graduated 73 Social Science majors.

Majors Count	2007	2008	2009
Management	124	109	128
SEM	91	100	69
Social Sciences	73	75	50
OR	9	33	24
<i>Total</i>	297	317	271

Major Field Test Results

Each year a sample of our Management majors participate in a comprehensive Major Field Test. This comprehensive, end-of-program test is also taken by business students across the nation. Over the last three years, we have seen improvement in cadet performance. As depicted below, cadets' average scores in 2007 were in the top five percent of all 180 participant institutions in all but one category.

MFT Content Exam Results

Content Area	2005	2006	2007
Accounting	Top 10%	Top 10%	Top 20%
Economics	10%	5%	5%
General Management	5%	5%	5%
Quantitative Analysis	5%	5%	5%
Finance	10%	5%	5%
Marketing	15%	5%	5%
Legal & Social	10%	10%	5%
International	5%	5%	5%

Satisfaction Survey

We continue to receive positive feedback from our graduating seniors. Each year, graduating students complete the Educational Benchmarking Institute (EBI) exit survey and report their satisfaction with the Department in such areas as quality of instruction, availability of instructors, and the quality of facilities.

This year we ranked first of 150 participating institutions in 10 of 16 categories, including such vital learning outcome areas as critical thinking, leadership skills, and communication.

Significant Accomplishments

Student Business Plan Competitions

Three teams of cadets competed and placed in external capstone competitions this past year:

- Clayton Rieber and Joe Helton placed 6th of 64 teams at the 2007 Venture Adventure business plan competition at Colorado State University. They presented their feasibility study and business plan for Carbon Blue—an innovative and environmentally-friendly filter material for swimming pools that outperforms competitors.
- Matt Beaubien, Kemper Wagner, Josh Heacock, and Tim Balthazar competed in the 2007 National Security Innovation Competition at the UCCS Technology Incubator. Their concept, “The Phoenix Cylindrical Unmanned Aerial Vehicle,” won **first prize** and a cash award of \$1000.
- Nick Hainsfurther, Chris Kurtz, Alison Wood, and Abby Barger competed at the U.S. Military Academy Capstone Conference, West Point, NY, and **placed first** with their Operations Air Force Scheduling design.

Cadet Summer Research Program (CSRP)

Each year, the Department sends cadets into the field over the summer to participate in research and management projects. We would like to thank the following organizations who hosted cadets this past summer:

Joint Strike Fighter Program, Washington DC
Orbital Sciences Corporation
Missile Defense Agency
Johns Hopkins
Boeing
Headquarters AF (Acquisitions)
Transformational Satellite Mission Operations System
Global Air Traffic Systems Group
Arnold Engineering Development Center
Aeronautical Systems Wing
Air Force Material Command/Air Logistics Center
Air Force Flight Test Center
Air & Space Operations Center Weapon System
Air Force Space Command
Air Force Research Lab

Graduate Scholarships

Our cadets continued to compete well for national graduate school opportunities. This year's winners were:

Cadet	Scholarship
Reed Wildman	Harvard, Fulbright, RAND
Caroline White	Maryland
Joshua Gramm	Harvard
Jessica Schroeder	Harvard
Blair Leake	MIT-Draper
Kyle Schafer	Maryland

Faculty Research

Publications:

Armacost, A.P. & Lowe, J.K. Grouping personnel panels via integer programming. *Military Operations Research* 12(1).

Koepke, C.P., **Armacost, A.P.**, Barnhart, C. & Kolitz, S. Real-time planning for air mobility channel route operations. *Computers and Operations Research* (forthcoming).

Blass, F.R. & Ferris, G.R. Leader reputation: The role of mentoring, political skill, contextual learning and adaptation. *Human Resource Management* 46(1), 5-20.

Cycyota, C.S. & Ferrante, C.J. Guest editors' note: Human resources and leadership lessons from the military. *Human Resource Management* 46(1), 1-4.

Boswell, W.R., **Cycyota, C.S. & Ferrante, C.J.** Book review editor's note: Human resources and leadership lessons from the military. *Human Resource Management* 46(1), 169-170.

Cycyota, C.S. & Volkland, W.J. Sustainable workforce models: Lessons from India on training and development of unskilled labor. In, Wankel, C. & Stoner, J. (Eds.) *Innovating Away Poverty*. Charlotte, NC: Information Age Publishing (In Press).

Ferrante, C.J., Green, S.G. & Forster, W.R. Getting more out of team projects: Incentivizing leadership to enhance performance. *Journal of Management Education* 30(6), 788-797.

Ferrante, C.J., Green, S.G. & Payne, B. Transparency of financial information to improve ethical climate: Truth is the language of business. In *Proceedings of the International Academy of Business and Economics Annual Meeting* 2(1).

Fraser, Steve P. Minor league teams and minor league cities: Evidence from the ECHL. *Sport Marketing Quarterly* (forthcoming).

Besley, S., **Fraser, S.P.** & Pantzalis, C. Board of director configurations in mutual fund sponsors: Early evidence on board-level performance. *Advances in Financial Economics* 14.

Fraser, S. & Jennings, W.W. Behavioral asset allocation for foundations and endowments. *Journal of Wealth Management* 9(3), 38-50.

Green, S.G., Heppard, K.A., Hornyak, M. Implementing experiential learning: It's not rocket science. *Experimental Learning and Management Education* (forthcoming).

Green, S.G., Heppard, K.A., & Tremaine, R. The space acquisition process. *Space and Defense Policy* (forthcoming book chapter).

Heppard, K.A. & Green, S.G. The evolving role of the Department of Defense in homeland and transportation security. In, Plant, J., Johnston, V.R., & Ciocirlan, C. (eds.) *Handbook of Transportation Policy and Administration*, Boca Raton, FL: Taylor & Francis Group, 579-593.

Jennings, W.W. Disaggregated TIPS: The case for disaggregating inflation-linked bonds into bonds linked to narrower CPI components:: Slicing and dicing TIPS, *Journal of Pension Economics and Finance* 5(3), 325-343.

Jennings, W.W. & Martin, G. Socially enhanced indexing: Applying enhanced indexing techniques to socially responsible investment. *Journal of Investing* 16(2), 18-31.

Jennings, W.W. & Reichenstein, W. *The Literature of Private Wealth Management*, Research Foundation of the CFA Institute monograph.

Jennings, W. W. & Reichenstein, W. Choosing the right mix: Lessons from life cycle funds, *AAIL [American Association of Individual Investors] Journal* 34(1), 5-12.

Shanatterly, K., Shaw, S. & **Jennings W.W.** Information advantages of large institutional owners. *Strategic Management Journal* (forthcoming).

Jordan, R.A. Reflecting on military best practices. *Human Resource Management* 46(1), 143-146.

Woo, C.Y.; Cosier, R.A.; Escudero, M.; Fernandes, J.J.; Fort, T.; Gasparri, A.; Graham, A.; Huss, F.; **Jordan, R.A.**; Karam, R.S.; Kell, G.; McCann, III, J.E.; Mero, N.P.; Milliron, M.D.; Park, S.J.; Pati, N. 2006. A world of good: Business, business schools, and peace. *Report of the AACSB International Peace through Commerce Task Force*. Tampa, FL: AACSB International.

King, D.R. Balanced innovation management. *Acquisition Review Journal* 43, 151-169.

King, D.R. & Driessnack, J.D. Analysis of competition in the defense industrial base: An F/A-22 case study, *Contemporary Economic Policy* 25(1), 57-66.

Knapp, K.J., Marshall, T.E., Rainer, R.K, & Ford, F.N. Information Security Effectiveness: Conceptualization and Validation of a Theory, *International Journal of Information Security and Privacy* 1(2), 37-60.

Knapp, K.J., Ford, F.N., Marshall, T.E. & Rainer, R.K. The Information Security Common Body of Knowledge: A Framework to Promote Relevant Information Security Research, *Journal of Digital Forensics, Security, and Law* 2(1), 9-34.

Rainer, R.K., Marshall, T.E., **Knapp, K. J.**, Montgomery, G.H. Do Information Security Professionals and Business Managers View Information Security Issues Differently? *Information Systems Security* 16(2), 100-108.

Knapp, K.J., Marshall, T.E., Rainer, R.K. Jr., & Morrow, D.W. The top information security issues facing organizations: What can government do to help? *Information Systems Security*.

Knapp, K.J. & Boulton W.R. Ten Information Warfare Trends, in *Cyber Warfare and Cyber Terrorism*, L..J. Janczewski & A. M. Colarik (eds.), Hershey, PA: Information Science Reference. June 2007.

Knapp, K.J. & Marshall, T.E. Top Management Essential for Effective Information Security, in: *Information Security Management Handbook* (6e), H.F. Tipton and M. Krause (eds.), New York: Auerbach Publications. May 2007, 51-58.

Lowe, J.K. Special Issue editor introduction: Operations research applications within homeland security. *Interfaces* 36(6), 483-485.

Lowe, J.K., Armacost, A.P., Dulin, J.P., Nielsen, C.A., & Baker, S.F. Tales from the core: Teaching innovation in an "OR-For-All" Course. *INFORMS Transactions on Education* (forthcoming).

Murphy, R.O., Rapoport, A., & **Parco, J.E.** Breakdown of cooperation in real-time trust dilemmas. *Experimental Economics* 9, 147-166.

Parco, J.E. Price-setting power and information asymmetry in sealed bidding, *Managerial and Decision Economics* 27, 413-434.

Weeks, M.R. & Davis, K.J. Technology and knowledge transfer within outsourcing relationships: The Development of a model of interorganizational innovation. *Comparative Technology Transfer and Society* 5(1), 66-96.

Weeks, M.R. & Ferrante, C.J. Outsourcing, innovation, and HRM practices in the firm. *Proceedings of the Western Academy of Management Annual Meeting*.

Presentations:

E. J. Zarybnisky, **A.P. Armacost**, S. E. Kolitz, C. Barnhart, L. Keilbling, Allocation of Air Assets against an Intelligent Adversary, American Institute for Aeronautics and Astronautics (AIAA) Infotec@Aerospace Meeting, May 2007.

Armacost, A.P., Lowe, J.K., Dulin, J.L., & Nielsen, C.A., A Scenario-Based Core Operations Research Course. INFORMS Conference, November 2006.

Armacost, A.P., Dulin, J.L. & Hendicks, J. Scheduling summer programs at the Air Force Academy via integer programming. INFORMS conference, November 2006.

Ferrante, C.J. Outcomes of the 2005 Air Force Climate Survey Results. Briefing to the RAND Corporation, Washington, DC & Santa Monica, CA.

Ferrante, C.J., Green, S. & Payne, B. Transparency of Financial Information to Improve Ethical Climate: Truth is the Language of Business. International Academy of Business and Economics. Las Vegas, NV. 2006.

Fraser, S.P. & Jennings, W.W. Behavioral Asset Allocation for Foundations and Endowments, Academy of Financial Services, Salt Lake City, UT. October 2006.

Heppard, K.A. & Green, S.G. The Collaborative Role of the U.S. Air Force in National Transportation Security. American Society for Public Administration Annual Conference, Washington, DC.

Jordan, R.A. Global Peace through Commerce. One World, One Voice Public Affairs Conference, Missouri State University, MO. September 2006.

Knapp, K.J. & Morris R. *Development of an Information Security Policy Process Model*. RSA Information Security Conference. Presented with commentary from Steve Lipner, Microsoft Corporation's Senior Director of Security Engineering Strategy. Session sponsored by (ISC)². San Francisco, CA. February 2007.

Knapp, K.J., & Marshall T.E. *Information Security and Task Interdependence: An Exploratory Study*. IEEE, Hawaii International Conference on System Sciences (HICSS-40). January 2007.

Lowe, J.K. & Armacost, A.P. Initial career selection process for Air Force Officers. INFORMS conference, November 2006.

Maue, B.E.A. Activation and the Earnings of Reserve Pilots. 2007 Western Economic Association International. Seattle, WA.

Parco, J. Strategic Resiliency in Bargaining, Economic Science Association (ESA) North American Regional Meeting, Tucson, AZ.

King, D.R., Slotegraaf, R, Kesner, I. R&D Intensive Target Firms: Performance Implications of Firm Resource Interactions, Academy of Management Conference, August 2006.

Cording, M., **King, D.R.,** Christmann, P. The Power of Feedback: Intermediate Goals As Mediators Of Integration Decisions And Acquisition Performance. Strategic Management Society 27th Annual International Conference, San Diego, CA. October 2006.

Weeks, M.R. & Davis, K.J. Achieving Innovation in an Outsourcing Environment: Creating a Model for Success. Western Academy of Management, Missoula, MT. October 2006.

Weeks, M.R. & Ferrante, C.J. Outsourcing, Innovation, and HRM Practices in the Firm. Western Academy of Management, Missoula, MT. October 2006.

Faculty Consultations

Faculty and cadets also served the Air Force and local community with various consultations. Some highlights of 2006-07:

Offsite Facilitation on Process Improvement

Dr. Levy for Col Yoder, DFEM

Business Case Analysis for Wind Tunnel

Dr. Green and cadets for Dr. Yechout, DFAS

Financial Management Staff Officer Course

Dr. Lowe, Dr. Green for Col Conroy, Keesler AFB, MS

Graduate in Residence Program

Dr. Heppard and Dr. Green for LtGen Regni, USAFA/CC

Risk Analysis, the 80% Confidence Question

LtCol Armacost and Capt Nielson for Mr. Hartley, SAF/FMC

SAF/FM Center of Expertise, Buckley AFB

Dr. Green *et al.* for LtCol Bickel, SAF/COE

Civil Air Patrol Leadership Development, Peterson AFB

LtCol Heflin and Maj Maue for Col Cook, CAP DCS

Departmental Awards

Each year the Department and the Academy recognize faculty for their contributions. In addition to Company Grade Officer of the Quarter (CGOQ) and Year (CGOY) awards, significant awards include the Academy Outstanding Educator (OAE), the Robert L. Taylor research award, the Dr. Quay C. Snyder Memorial mentorship award, the James R. Woody upper-division teaching award, the F. Theodore Helmer core teaching award, and the Carl Janssen outstanding contributor award.

2006-2007 Award Winners

Outstanding Academy Educator	Captain Rob Mishev
Taylor	Major Charles Murnieks
Snyder	Captain Wendy Volkland
Woody (Fall)	LtCol Michael Stark & Captain Carla Sizer
Woody (Spring)	LtCol Kenneth Knapp
Helmer (Fall)	Captain Spencer Thomas
Helmer (Spring)	LtCol Pat Heflin
Janssen (Fall)	Mrs. Jean Cooley
Janssen (Spring)	Dr. Steve Green
CGOQ-2006iii	Captain Wendy Volkland
CGOQ-2006iv	Captain Tom Mulka
CGOY-2006	Captain Chris Nielsen
CGOQ-2007i	Captain Tom Mulka
CGOQ-2007ii	Captain Tom Mulka

In addition, LtCol Kenneth J. Knapp earned major external recognition for his research. His *Information Systems Management* article, “Cyber-warfare threatens corporations: expansion into commercial environments” (with co-author William R. Boulton) was selected as one of the **fifty best** articles published in 2006 in management and was recognized with an Emerald Management Reviews **Citation of Excellence**.

Outstanding Contributor Award Recipient

Mrs. Jean Cooley, CPA

The Carl Janssen Outstanding Contributor Award recognizes the “above and beyond” contributions of a faculty member who supports our teaching, research, and service missions. The award is intended to acknowledge the accomplishments of those who demonstrate a continuing commitment to excellence. The Outstanding Contributor can be thought of as the Department’s “Most Valuable Player.”

The award is named after Carl Janssen, an exemplar of selfless outstanding contributions to the Department of Management. Of his many notable actions, Carl has donated his experience and expertise to the Department for 10 semesters (and counting) as a course instructor.

Mrs. Cooley was recognized during the fall semester of 2006 as one of our outstanding contributors. One needs only walk by her office to see why. There, she can be found energetically teaching accounting concepts at her whiteboard, as well as mentoring young cadets. Although she currently works in an part-time capacity, one might confuse Mrs. Cooley for a full-time member because of her many extra hours and energy that she commits to the development of cadets.

Strategic Planning, Assessment, & Accreditation

In this section, we highlight our progress in meeting the Department's initiatives and objectives. Specific detail and rationale for the initiatives and objectives can be found in the Department Strategic Plan.

Learning Initiatives (New)

1. *Leverage, sustain, and enhance existing capabilities.*

Actions: *Develop Course Succession and update Faculty Development Plans.*

Status: In development.

2. *Provide an integrated curriculum whereby cadets understand complex systems.*

Actions: *Conduct Curriculum Reviews.*

Status: Completed. Last year, the curriculum team completed a comprehensive review of the Management and SEM curriculums, including peer comparisons. In a spirit of continuous improvement, the curriculum staff continues to monitor the internal and external curriculum environment. Key initiatives will include developing a new management core course, monitoring on-going foreign language and culture requirements, and evaluating management-major required

courses. As before, acquiring new faculty is a concern given overall Air Force drawdowns, high faculty turnover, and military PhD retention issues.

Learning Objectives (Ongoing)

1. *Maintain Student Satisfaction Survey in top 10 percent.*

Status: Success. We again ranked near the top of the 150 institutions that participated in this year's EBI survey. This year, we ranked first in 10 of 16 categories, including ranking #1 in the learning outcome areas of critical thinking, leadership skills, and communication.

2. *Maintain student "management content proficiency" in the top 10%, as measured by MFT.*

Status: On target. Our 2006-07 results reflect that we are achieving our goal in most areas. By-discipline results are used in monitoring course requirements as well as course content and delivery.

3. *Maintain Audit-Teach-Course Direct model for faculty development.*

Status: On target. We were able to maintain the model—ensuring better-prepared faculty in the classroom.

4. *Maintain high-level student critiques.*

Status: On target. The Department of Management instructor critique average exceeds the overall Academy faculty average.

Research & Service Initiatives (New)

1. *Provide faculty personnel with improved guidance on prioritization and balance of teaching, research and service requirements.*

Actions: *Develop Course Succession Plan and update Faculty Development Plans.*

Status: *In Development.*

Research & Service Objectives (Ongoing)

1. *Scholarly productivity.*

Status: *Success. We continue to be active in research. The research listed above totals 35 publications and 16 presentations. All Academically Qualified faculty, save one, published this academic year. We are also proud that several research projects involved senior faculty mentoring junior faculty.*

2. *Perform at least 6 consultations per year.*

Status: *On target. We continue to provide significant consultation services, often in a quick-response mode. Cadet involvement has been relatively limited, but we look for opportunities to include them as feasible.*

3. *Culminate 50% of consultations and independent studies with publications.*

Status: *Re-evaluating. Some consultations lead to publications, but this is an area we have identified for re-engagement or re-evaluation.*

4. *Ensure 90% academic promotion within five years.*

Status: *On target. This academic year we had three successful promotions to (full) Professor—Dr. Lowe, Dr. Heppard, and LtCol Armacost.*

Assessment

The Management Department continues to move forward—consistent with AACSB and broader USAFA initiatives—to create a culture of *assurance of learning*. More specifically, this means that it is not enough to simply collect end-of-semester grades—we need to answer the question: “How do we know our students are learning?”

This year, the Management Department formalized its educational outcomes that support the larger USAFA mission of creating “officers of character.” We have begun to systematically focus our courses to develop the skill sets of our students in *Critical Thinking*, *Decision Making*, and *Communication*. Part of this systematic effort includes placing measures within each course to capture student learning. These measures will provide the faculty additional feedback on how well the students are learning our priority outcomes.

Additionally, we have identified three assessment projects:

1. Our utilization of the *Watson-Glaser Critical Thinking Assessment* is on hold. With the retirement or reassignment of many faculty involved in the pilot studies, this project is being transitioned to new faculty. We remain interested in assessing critical thinking and plan to conduct a post-test of the graduating seniors this spring. We have requested funding to continue using Watson-Glaser with future classes.
2. We continue to evaluate the ongoing dialogues about *Student Portfolios*. We are actively seeking insights on them through discourse with the HLC and AACSB accrediting bodies as well as internally at USAFA.
3. Last year’s initial printing of a formal Annual Report was distributed to our *Stakeholder Network*. We continued to add participants throughout the year.

Accreditation

We have always espoused our accrediting body's emphasis on continuous improvement and overall high quality. The Department was initially accredited in 2001, and we are continuing to actively pursue all efforts required for a successful maintenance of accreditation visit in Spring 2011.

A look ahead to Academic Year 07-08

The Department continues to face challenges:

- **Staffing levels** – Maintaining a qualified faculty remains our most pressing challenge. We are often unable to acquire faculty with the necessary skills, and if we have them, we sometimes lack the necessary tools to retain them. We currently cannot keep military faculty with PhDs longer than one tour. This rotation limits the availability of military leadership. This issue could be offset if we were allowed to hire more civilian faculty. Current policies, however, negate this option. We will continue to aggressively pursue options to retain a qualified faculty.
- **Faculty composition** – Another challenge in the staffing area involves diversity—of academic backgrounds, experiences, and demographics. This is a problem shared across the entire Academy faculty, with whom we are working with to improve inclusive excellence.

Alumni

Since its inception as a separate academic Department, Management has maintained relationships with former students, faculty, and many “friends of the Department.” Many of these individuals have attained leadership positions both in and out of the military and have proved to be invaluable resources for both faculty and students alike. For example, many come back to speak in our classrooms, foster opportunities for cadet research, collaborate with faculty, review the Department’s strategic planning efforts, and comment on curriculum initiatives.

In the 1995-2000 timeframe prior to the Department’s initial accreditation, this group became identified as an Advisory Board. Many completed Stakeholder Interviews that aided the Department’s strategic planning activities. Although there was no formal charter or meeting schedule for the group, collectively they continued to provide support. A group of these individuals met with the AACSB representatives during the 2001 accreditation visit. This group of professionals provides an avenue for DFM to remain current on issues facing both military and civilian leaders.

Beginning last year, we formally recognized this group as the Department’s Stakeholder Network. Stakeholder Network participants will receive our annual reports and have an open invitation to continue to contribute to the Department mission in any way they can.

One avenue for supporting the Department is returning to USAFA and speaking to classes. This year we would like to thank the following for their participation as guest speakers in the classroom:

Mr. Paul Berberian
Mr. Chuck Bush
MGen (ret) Catton
Mr. Jed Caven
Mr. Joel Daly
MGen (ret) Felix Dupre
Mr. Bobby Farina
Mr. Randy Guthrie
MGen Gould
Mr. Eric Holt
Mr. Jan Horsfall
Dr. Chris Howard
Mr. Paul Jerde
Mr. Scott Kirby
Mr. Jim Lejeal
Mr. Greg Meidt
Mr. Tommy Moreno
Mr. Frank Moyes

Mr. Sean Roche
Mr. Nathan Rosenberg
Mr. Brett Rota
Mr. Michael J.C. Roth
Dr. Ron Schillereff
Mr. Eric Shuster
BGen Tanker Snyder
Mr. Glenn Stebe
Maj Duncan Stewart
Mr. James Strossner
Mr. Jeffrey Strossner
Mr. Jim Taiclet
Mr. Christopher Taravella
LtCol (ret) Costa Tzavaras
BGen (ret) Malham Wakin
LtCol Randy White
Mr. Art Zeile

Another source of support comes from the Association of Graduates (AOG) who administer the Michael J. C. Roth Management Excellence Fund. We would like to thank those who continue to make this fund possible through their contributions. This year, funds were used to support the following activities:

- The Distinguished Management Major ceremony
- Hosting the FM/COE consultation
- Showing appreciation for the University of Pittsburgh for its long-standing support to Department's Graduate Scholarship Program recipients.
- Departmental guest speakers

About DFM

The Department of Management (DFM) was established in 1981 and is akin to an undergraduate business school—employing 31 full time faculty members and graduating approximately 300 Air Force Second Lieutenants a year. The Department’s vision is to be the Air Force’s renowned center of management education and expertise. DFM is AACSB accredited.



The Department supports four academic majors—Management, Systems Engineering Management, Operations Research and Social Sciences. In addition, the Department has two core curriculum courses offered to all cadets.

The Department is led by a Permanent Professor, an active-duty Air Force Colonel. The faculty includes both civilian and rotational military members. The military faculty, by design, includes officers with both doctoral-level and MBA-level preparation.

